

MEMORANDUM OF AGREEMENT  
BETWEEN

HEADQUARTERS, DEPARTMENT OF THE ARMY,  
U.S. ARMY MATERIEL COMMAND, U.S. ARMY FORCES COMMAND,  
U.S. ARMY TRAINING AND DOCTRINE COMMAND,  
U.S. ARMY RESERVE, AND U.S. ARMY NATIONAL GUARD

SUBJECT: Integrated Sustainment Maintenance (ISM)

1. Purpose. This memorandum of agreement (MOA) formalizes the recommendation for implementing the ISM initiative.

2. References:

- a. ISM 12-Star Decision Briefing.
- b. ISM Alternative Courses of Action (COA) Report, Nov 95.

3. Problem. To determine the optimal recommended course of action to the Chief of Staff, Army, for ISM implementation.

4. Scope. The recommendation is based on results of the ISM proof of principle, the ISM Expanded (ISM-X) Demonstration, operation of corps-managed regional repair programs, input from the ISM-X Corporate Board, findings and observations of evaluating agencies, and the outcome of reference 2a above.

5. Understandings, agreements, support, and resource needs:

- a. Recommend initial adoption of ISM COA II with a subsequent transition to ISM COA I.

- b. The target date to begin the transition to COA I is the 4th Quarter, FY 99. The ISM Corporate Board will review this target in the 3d Quarter, FY 97. If enabling capabilities are determined to be in place, the Corporate Board will establish recommended transition milestones. A second ISM 12-Star Decision Briefing will be conducted to approve the final transition milestones. Depending on the status of initiatives such as implementation of a Centralized Asset Management/Single Stock Fund, full implementation of COA I could move to the left or right of the proposed milestones.

- c. Key ISM responsibilities will be as follows:

- (1) HQDA will resource the ISM management information system and integrate it into logistics standard Army management information systems.

- (2) The U.S. Army Materiel Command will establish, resource, and perform national sustainment maintenance management functions.

## Appendix A ISM 12 Star MOA , 23 February 1996

SUBJECT: Integrated Sustainment Maintenance (ISM)

(3) The U.S. Army Forces Command will initially establish, resource, and perform CONUS regional sustainment maintenance management functions.


(4) Designated Major Army Commands (MACOMs) will establish, resource, and perform local sustainment maintenance management functions.

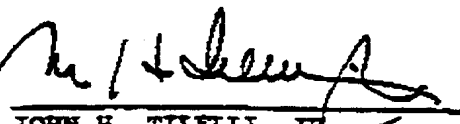
(5) HQDA will resolve and validate the role of the Army National Guard in the ISM management structure.


(6) As ISM expands to OCONUS MACOMs, subsequent MOAs will be developed to bring those commands on line.

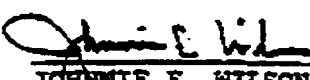
(7) The former ISM-X Corporate Board will be separately re-chartered as the ISM Corporate Board to provide oversight in guiding ISM implementation. An ISM Inter-MACOM Work Group, under the auspices of the ISM Corporate Board, will develop an ISM Organizational Concept Plan and an ISM Business Process Manual.

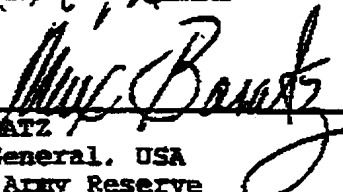
6. Effective date. This MOA will become effective when signed by representatives of all designated commands and organizations.

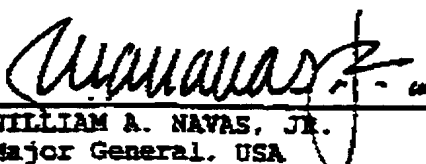
  
LEON E. SALOMON  
General, USA  
Commander, U.S. Army Materiel  
Command  
Date: 3/2/96

  
JOHN H. TILELLI, JR.  
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Commander, U.S. Army Forces  
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WILLIAM W. HARTZOG  
General, USA  
Commander, U.S. Army Training  
and Doctrine Command  
Date: 2 Mar 96

  
JOHNNIE E. WILSON  
Lieutenant General, GS  
Deputy Chief of Staff for  
Logistics, HQDA  
Date: 3/21/96

  
MAX BARATZ  
Major General, USA  
Chief, Army Reserve  
Date: 3 APR 96

  
WILLIAM A. NAVAS, JR.  
Major General, USA  
Director, Army National Guard  
Date: 5/9/96



DEPARTMENTS OF THE ARMY AND THE AIR FORCE

NATIONAL GUARD BUREAU  
WASHINGTON, D.C. 20310-2500



NGB-ARL (700)

5/9/96

MEMORANDUM FOR HQ, U.S. ARMY MATERIEL COMMAND, ATTN: AMCLG  
(MG BENCHOFF), 5001 EISENHOWER AVENUE  
ALEXANDRIA, VA 22333-0001

SUBJECT: Integrated Sustainment Maintenance (ISM) Memorandum of Agreement  
(MOA) Signatory Comments

1. I am not in complete agreement with the MOA for implementation of ISM, but appreciate the desire to accommodate the Army National Guard's (ARNG) unique needs. It is with that understanding that I sign the MOA, with the following comment.
2. My concern is that the MOA creates difficult issues for the ARNG, regarding Regional Sustainment Maintenance Management (RSMM) elements. As an outcome of the 12-Star Briefing, it appears that the two existing RSMMs will, in effect, exercise control of ARNG Local Sustainment Maintenance Management (LSMM) operations. This is in conflict with the implementation plan and with State/Federal relationship requirements in the ARNG. It is also a change from previous understandings wherein NGB was to establish a RSMM for ARNG LSMMs. I trust that the MOA provision that tasks HQDA with the resolution of the role of the ARNG, will accommodate our needs.
3. From the initial development of the Army's ISM concept, the ARNG has been a key player in proposing full partnership in all aspects of ISM, including planning, management and execution. The NGB is a voting member of the ISM Corporate Board of Directors and has been an active participant in the ISM Inter-MACOM Work Group. It would be unfortunate if the ARNG is held back from being a full ISM partner.
4. The ARNG desires to remain an integral ISM participant, but we must accommodate our Federal/State relationship requirements. The barriers are not insurmountable, but require flexibility in order to achieve maximum benefits for the Total Army ISM.
5. The point of contact is LTC Woolard at DSN 327-7461.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

WILLIAM A. NAVAS, JR.  
Major General, GS  
Director, Army National Guard